

Noncommissioned Officer Academy (NCOA)

Curriculum Synopsis

Effective: 15 May 00

**Phased implementation of POA and CS
curriculum approved for NCOA Classes
00-5 and/or 00-6.**

This document may be used for public dissemination.

NCOA Curriculum Synopsis

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NONCOMMISSIONED OFFICER
ACADEMY
MISSION STATEMENT:

**PREPARE NONCOMMISSIONED
OFFICERS FOR POSITIONS OF
INCREASED RESPONSIBILITY BY
BROADENING THEIR LEADERSHIP
AND SUPERVISORY SKILLS, AS
WELL AS EXPAND THEIR
PERSPECTIVE OF THE MILITARY
PROFESSION.**

CURRICULUM EVALUATION PROGRAM

Attitudes and opinions are vital inputs used to improve the instructional program. The curriculum evaluation program uses seven surveys designed to survey current students, graduates, and supervisors of graduates.

1. **End-of-Course Survey:** This questionnaire is administered to 10% of the students to solicit opinions of the general effectiveness of the course in terms of content, evaluation practices, quality of instruction, and course length.
2. **Graduate/Supervisor Survey:** This questionnaire is administered semiannually on a random basis to approximately 50 percent of NCOA graduates and their supervisors, three to six months after graduation, to solicit their opinions on the value of NCOA instructional objectives.
3. **NCOA Profession of Arms Affective Pre-Survey:** This questionnaire is administered to all students to evaluate course effectiveness by measuring students' attitudes upon entrance to the course.
4. **NCOA Profession of Arms Affective Post-Survey:** This questionnaire is administered to all students to evaluate course effectiveness by measuring students' attitudes upon completion of the course.
5. **NCOA Profession of Arms Lesson Survey:** This questionnaire is administered to 10% of the students to determine the effectiveness of the Profession of Arms lessons.
6. **NCOA Leadership Lesson Survey:** This questionnaire is administered to 10% of the students to determine the effectiveness of the Leadership lessons.
7. **NCOA Communication Lesson Survey:** This questionnaire is administered to 10% of the students to determine the effectiveness of the Communication Skills lessons.

STUDENT EVALUATION PROGRAM

Students attending the resident Noncommissioned Officer Academy are evaluated academically to measure their achievement against specific academic standards and to identify those students who need individualized instruction. Students are evaluated in the following ways:

1. **Curriculum Pretest:** Students are administered a curriculum pre-test on the first day of training. This instrument is used as a tool to assess the student's understanding of principles or

concepts taught in NCOA curriculum. The results from this pre-test are interpreted by EPC as indicators of how much learning occurred during this course as well as what lessons are necessary to keep within the NCOA curriculum.

2. Formative Evaluation:

a. Formative Academic Evaluations: These evaluations are an integral part of the NCOA instructional program. The primary purpose of formative academic evaluation is to provide feedback to the instructor and student on academic strengths and areas that need further study or re-teaching. Each formative evaluation is constructed from the terminal education objective of each respective lesson. After each formative evaluation, the instructor conducts a comprehensive in-class review of the evaluation. This review includes re-explaining or administering specific guidance to the students to help them grasp any concepts that may have not been fully understood during the initial instruction.

b. Formative Performance Evaluations: Formative performance evaluations are used to measure terminal objectives prior to the summative performance evaluation used to determine fulfillment of graduation criteria. Students will have access to the study guides and evaluation instruments for both the formative speaking and writing evaluations prior to and following administration. The evaluation instrument contains information essential to the students' preparation for both the formative and summative evaluations in speaking and writing.

c. Summative Evaluation:

(1) Summative Objective Evaluation: The majority of the terminal instructional objectives are measured on objective phase tests consisting of selected test items. These objective phase tests are designed to measure student mastery of the instructional objectives and the effectiveness of the instructional program. Following the administration of each objective phase test, instructors conduct a group test review and feedback session. All test items are reviewed with regard to the measurable sample of behavior they are intended to measure. Students must achieve a minimum of 70 percent of the **valid** test items (derived from the cumulative raw score of both parts of the test). If students achieve 70 percent, which is generally acceptable as demonstration of basic understanding of material, we are confident they have met the educational requirements outlined in the course.

(2) Summative Performance Evaluation: The remainder of the terminal instructional objectives (effective writing and speaking) are measured with summative performance evaluations. Students must achieve a minimum 70 percent to satisfactorily complete each summative performance evaluation. The 70 percent rating on the speaking and writing summative performance evaluations is based upon the critical competencies for each different type of performance. The standardized evaluation instrument identifies these competencies.

NONCOMMISSIONED OFFICER ACADEMY GENERAL CURRICULUM OVERVIEW

CI1 COURSE INTRODUCTION (3 hours)

Student introductions, flight briefings, behavioral requirements, book issue, and school policy briefings make up this lesson. Each school has the flexibility to determine how to use these hours to best indoctrinate the students on the first day of class.

CF1 COURSE FOUNDATION—The Profession of Arms and the NCO (4 hours)

The purpose of this lesson is for each student to gain a greater understanding of and appreciation for their membership in the Profession of Arms. The lesson thoroughly addresses the obligation of each NCO to behave in a manner that promotes the occupational professionalization of the Profession of Arms. The lesson also provides a strong foundation for teaching the rest of the curriculum.

MODULE 4 - PROFESSION OF ARMS (44 hours)

The POA area of the EPME curriculum addresses subject matter that uniquely characterizes and separates the uniformed services from the society we serve. The curriculum focuses on broadening the student's perspective of their membership in the Profession of Arms by exposing them to areas of study distinct to the military. In addition, subjects dealing with National Security and Airmanship and others are all linked to provide increased understanding of the military culture. The area as a whole represents a large part of the abstract body of theory and knowledge needed for NCO's to be physically and mentally ready to accomplish the mission.

MODULE 4A - NATIONAL SECURITY (13 hours)

This module consists of three lessons and a comprehension level exercise. The three lessons are: National Strategy, Global Instability, and Military Operations. Lessons in this module are designed to increase students' understanding of the impact or supportive role that policies, events and military power have on national security. The lessons culminate in a role-playing exercise designed to reinforce concepts and principles discussed in these areas.

MODULE 4B - AIRMANSHIP (31 hours)

This module consists of five lessons and assorted student activities and exercises. The four lessons are: Air Force Culture, Wellness, Standards of Conduct, and Air Force History. These lessons are all designed to increase student comprehension on how our professional mindset and behaviors promote airmanship.

AREA 5 - LEADERSHIP (86 hours)

Leadership and Management Studies develop the skills necessary to fulfill supervisory responsibilities for the NCOs current rank and to prepare the NCO for future responsibilities, while bridging the gap to the next level of EPME. Evaluation of student achievement of the instructional objectives is accomplished through the use of objective phase tests.

UNIT 5A - HUMAN BEHAVIOR (7 hours)

This unit provides technical sergeants with the basic understanding of human behavior they need to guide the development of their subordinates. Also, this unit provides students with skills to identify unacceptable behavior, what factors are involved and how supervisors should implement behavioral change. The following lessons are presented in the unit: Human Behavior and Changing Behavior.

UNIT 5B – TIME AND STRESS MANAGEMENT (6 hours)

The purpose of this unit is for the student to comprehend time management and stress management enhances individual development and performance. The following lessons are presented in the unit: Time Management and Stress Management.

UNIT 5C - TEAM BUILDING (11 hours)

This unit is designed to provide instruction on understanding and building effective teams. The goal of this unit is to have students understand the importance of having a cohesive team and how this relates to effective mission accomplishment. The unit includes: Teams, Team Dynamics, and Team Leader Skills.

UNIT 5D - LEADERSHIP (11 hours)

This unit is designed to provide instruction that broadens students' understanding of the leadership concept. This unit addresses the leadership spectrum ranging from traits to responsibilities. This unit includes the following lessons: Basic Leadership Theories, Situational Leadership, Leadership, Contemporary Supervisor Issues.

UNIT 5E - ORGANIZATION MANAGEMENT (23 hours)

This unit is designed to provide students with instruction that enhances their management skills. This unit shares a variety of fundamental techniques that students can apply to situations within the work environment. This unit includes the following lessons: Change Management, Conflict Management, Functions of Management, Curriculum Exercise, Problem Solving.

UNIT 5F - DISCIPLINE (4 hours)

This unit is designed to provide students with instruction that concentrates on corrective actions and nonjudicial punishment as well as ensuring students understand their role as supervisors to develop and maintain discipline. This unit includes the following lessons: Discipline and The NCO's Role in Discipline

UNIT 5G - HUMAN RELATIONS (5 hours)

This unit is designed to provide students with instruction that focus on how negative situations can impacts the workplace. This unit includes the following lessons: Substance Abuse Issues and Human Relations/Sexual Harassment Issues.

UNIT 5H - PERFORMANCE MANAGEMENT (12 hours)

This unit is designed to provide students with instruction that addresses performance management, Performance Feedback and the Enlisted Evaluation System. This unit includes the following lessons: Performance Management, The Enlisted Evaluation System and Personnel Management Process, Enlisted Evaluation System Exercise

UNIT 5I - FEEDBACK IN THE WORKPLACE (7 hours)

This unit is designed to provide students with skills to provide effective feedback to their subordinates. This unit includes the following lessons: Feedback Process and Feedback Exercise

AREA 6 - COMMUNICATION SKILLS (53 hours)

This area of curriculum is divided into three units of instruction that focus on providing technical sergeants with the knowledge to be more effective communicators in both written and spoken communication. Evaluation of student achievement of the instructional objectives is accomplished through performance evaluations.

UNIT 6A - BASIC COMMUNICATIONS PRINCIPLES (13 hours)

This unit is designed to have students apply Air Force organizational communication principles to simulated situations. This unit provides students with a basic framework for planning and developing effective communications. It emphasizes a methodical process for the creation of effective communication. The following lessons are taught in this unit: Successful Learning, Preparing To Communicate, Presentation Formats, Barriers to Communication.

UNIT 6B - WRITING SKILLS (24 hours)

This unit is designed to have students apply the principles of effective written communications to assigned and simulated situations. This unit provides students with an in-depth refresher of the basics of writing. Additionally, this unit includes a lesson designed to provide students with a better understanding of the development of bullet statements. To graduate, students are required to successfully write an individual formative paper, a group summative writing assignment and an individual summative paper. The following lessons are included within this unit: Effective Writing, Bullet Statements, Formative Writing Assignment, Group Summative Writing Assignment, Individual Summative Writing Assignment.

UNIT 6C - SPEAKING SKILLS (16 hours)

This unit is designed to have students apply the principles of effective public speaking. The lesson covers the process of speaking, the elements of speaking presentations and the mechanics of speaking presentations. To graduate from this course, students are required to successfully present an individual formative speech, a group summative presentation and an individual summative presentation. The following lessons are included within this unit: Effective Speaking, Formative Speaking Assignment, Group Summative Speaking Assignment, Individual Summative Speaking Assignment

ADMINISTRATION / EVALUATION (21 hours)

This unit covers the administration and evaluation portions of the course. The areas covered include: Course Introduction; Pretest; Summative Objective Evaluation/Feedback; Formative Objective Evaluation/Feedback; automated End-of-Course survey, automated Lesson Surveys, POA Affective Survey, Graduation, In/Out Processing, Student Counseling, and Feedback.

COMMANDANT'S TIME (*9 hours)

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Time allowed for local additions and requirements determined by the commandant. **Primary** use should be to bring in speakers of opportunity to enhance the NCOA experience; i.e., Wing Commander, CMSAF, CCMs, Chief's Group, First Sergeants, etc.

****Two of these nine hours have been temporarily added. CT will return to 7 hours when new leadership modules are implemented in Jan 01.**
